

TO: Professor Mark Erwin, Penn State University
FROM: Zachary Jaap, Penn State University
DATE: December 7, 2025
SUBJECT: Audience and Goal Analysis for BCP Scenarios

The three scenarios, all with a different audience and subject, need to be handled in separate ways while targeting different tones and audiences. I will now break down each scenario and how they should be handled.

Scenario 1

All of Newpex Consulting Firms' employees are the audience for this memo. New employees will welcome extra vacation days, while older, longer-lasting employees will feel disappointed about losing unlimited rollovers and future cash payouts. This change will affect employees who have been around for longer periods of time, as their vacation days will be diminished. Some will see the change as a step toward better work-life balance, while others may view it as an inconvenience.

The main concern of the memo template will be the policy change and more specifically, the role over change and the one-time payout. HR will provide an FAQ and be available to answer questions, this will help but will not be the end all be all. I will also include the ability for employees to reach out to HR if they have any more questions as well. The goal is for employees to understand how the new vacation policy is meant to improve health, creativity, and productivity. Research shows vacation time leads to stronger creativity, higher engagement, better retention, and fewer sick days. The outcome should be that employees feel valued and supported as they adjust to the new policy.

Scenario 2

In this scenario, the audience is all employees at SureGo Chemicals and Hardware. Reactions will be mostly negative, especially from the 20 employees who are currently using the tuition reimbursement program, as its termination is starting after this semester. Others may be indifferent, but some could still worry about benefits being reduced.

Concerns will likely focus on: timing, fairness, and what options exist for employees already enrolled. The company must make clear that reimbursements for the current semester will still be honored, explain that the decision is necessary for long-term financial stability, and show that it regrets ending the program. The goal is to maintain trust and help employees understand that this is a business decision driven by competition, not an attempt to ignore employee needs.

Scenario 3

Now this time there is only one audience member. Ms. Susan Monk from the local Chamber of Commerce, is the sole receiver of this email. Her reaction could go in two directions: she may become defensive about the complaint regarding the 2019 parade float, or she may see the sponsorship as a chance to repair the partnership. Both of

these options will allow our company to hopefully voice our opinion on the Chamber of Commerce and how they handle our business deal back in 2019.

Her main concern will be whether Warren Enterprises wants to sponsor. However, she may feel blindsided by this issue that came up back in 2019. Without bringing up the issue in her original email, it seems that she may not even have known about it in the first place. The tone should be respectful yet firm, reminding her of the past problem while showing interest in moving forward. Overall, our goal is to hold the Chamber accountable by requesting either a \$1,000 refund, or a reduced price for the \$2,000 stadium sign. At the same time, the message should show that Warren Enterprises values fair community partnerships and wants to continue the partnership if the Chamber of Commerce holds up their end.

Final Remarks

By trying to anticipate the reactions of the audience, we can help meet the expectations and the goals of the receivers of these emails. Allowing myself to prepare and research the audience before developing the email, I can build out a professional and readily available response.

Scenario 1:

TO: All Employees, Newpex Consulting Firm
FROM: Zachary Jaap, President
DATE: December 7, 2025
SUBJECT: January 1, 2020, New Vacation Policy

Our New Vacation Policy

Beginning January 1, 2020, all employees with fewer than ten years at Newpex will receive 15 vacation days each year. Employees with more than ten years will continue to receive 20 days. A maximum of five unused days can be rolled over annually, and no more than 25 vacation days may be held at once. After January 1, cash payouts for unused PTO will no longer be offered. On that date, all unused PTO saved through December 31, 2019, will be paid out in a one-time payout.

Our Old Policy

From our past policy, we had vacation days awarded from the scale of 5–20 days, rollover was unlimited, and employees could receive payouts when leaving the company. Each of these days scaled with time spent with the company. Due to frustration from some of our employees, we've felt more inclined to change these rules. The updated policy simplifies vacation benefits, sets a clear rollover limit, and ensures a fair transition through the one-time payout.

Why Did We Make This Change?

This change is designed to allow employees to use their vacation time and feel more inclined to do so. We have done extensive research, and we found that taking time off boosts creativity, increases engagement, improves retention, and reduces sick days. In short, regular breaks help employees stay healthier and more productive both at work and at home.

Any Questions?

If you need more clarification on this change, HR will provide an FAQ with answers to common questions you may have. Employees are also encouraged to reach out to HR more if there are questions that are not initially answered. Employees will also receive a one-time payout for unused days accumulated through 2019; this will allow managers to help plan vacation schedules for the year ahead. Everyone is encouraged to review current balances and begin planning time off to make full use of these updated benefits.

Attachment: Updated Vacation Policy FAQ

Scenario 2:

TO: All Employees, SureGo Chemicals and Hardware

FROM: Zachary Jaap, President

DATE: December 7, 2025

SUBJECT: Tuition Reimbursement Program Ending

Important Announcement

The tuition reimbursement program at SureGo Chemicals and Hardware will no longer be offered after this semester. Employees who have already enrolled during this time will still be reimbursed for their classes.

Why Are We Changing This?

- This program has helped many employees continue their education over the years, and the company values the hard work that went into it.
- Unfortunately, SureGo Chemicals needs to redistribute finances accordingly, so the program can no longer continue.
- We regret ending the program and understand the necessity of the program to some of our most valued employees. However, ending it will help the company stay stable, redistribute funds, and keep business moving forward.

What's Important Now

If you are affected by this change and need the ability to discuss your issues directly with us, please contact HR as they continue to be the best help line for our employees and staff. We encourage you to voice your concerns, and any feedback you may have will be helpful to us.

This decision is difficult and may be disappointing, but it was made to keep the company strong in the long run. Thank you for your continued hard work and dedication to SureGo Chemicals and Hardware.

Attachment: Tuition Reimbursement Program Transition FAQ

Scenario 3:

December 7, 2025

Ms. Susan Monk
Chamber of Commerce
145 Market Street
Harrisburg, PA 17102

Dear Ms. Monk:

We appreciate the opportunity to once again work with you and the Chamber of Commerce. The promotional opportunity to sponsor a metal sign at the local baseball stadium is something we consider an **engaging business deal**. However, we'd like to recognize some previously discussed business that we think resonates heavily with our current opportunity.

We would like to revisit a concern from our previous involvement with the Chamber of Commerce back in 2019. During that year, Warren Enterprises contributed \$1,000 to sponsor a float that was driven during the Patriot Days parade. Unfortunately, the build quality of the float did not meet our expectations and quite frankly, misrepresented our company's logo. Despite our numerous attempts, with multiple refund requests, we did not receive a response.

Given our past experience, we would like to propose one of the following options before moving forward with the stadium signage sponsorship:

- A refund of our original \$1,000 investment, which was involved with the float. We can apply this toward the \$2,000 sponsorship fee, or
- A reduction in the required contribution for the signage to reflect our previous loss.

I value the Chamber's role in supporting local businesses and would like to rebuild our relationship on stronger footing. I hope we can work together to resolve this matter so that Warren Enterprises can continue to participate in community initiatives.

Thank you for your attention to this request. I look forward to your response.

Sincerely,

Zachary Jaap
Vice-President, Public Relations
Warren Enterprises